



Human Resources and Education **Functional Leadership Plan**

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Human Resources and Education Functional Leadership Plan For 2010

INTRODUCTION

This document establishes the human resources strategies necessary to support management of NASA as outlined in the NASA Strategic Plan and NASA Strategic Management Handbook.

The Human Resources and Education Functional Leadership Plan recognizes that the Agency and Center Human Resources and Education offices will work in partnership with Enterprises, managers, and employees in executing the NASA mission successfully by effectively and efficiently managing human resources and education issues, projects, and programs.

The Education Division recently completed a comprehensive plan for the education community in a lengthy development and review process which involved both internal and external stakeholders. That plan is included as Part II of this document and will be folded into this document in a subsequent revision. Meanwhile, several pertinent cross-cutting activities that focus in the Education area have been incorporated in this plan.

FROM THE STRATEGIC PLAN

“Our greatest strength is our workforce.”

AGENCY VALUES

Execution of this Functional Leadership Plan involves the four Agency values

- safety
- people
- excellence
- integrity

OFFICE OF HUMAN RESOURCES AND EDUCATION RESPONSIBILITIES (Code F)

As staff to the Administrator, the Office of Human Resources and Education (Code F) is the Administrator's principal advisor in the areas of human resources and education. In its role as a Functional Office, Code F establishes plans to improve performance across the Agency in these areas and disseminates internal Agency policies. In collaboration with the Enterprise Associate Administrators and Center Directors, the Office maintains sufficient insight into Enterprise and Institutional Program Office activities to ensure they are conducted in accordance with all statutory, regulatory, and fiduciary responsibilities and to ensure consistency across Enterprises, when appropriate. Center human resources and education offices serve in a similar capacity at their Centers.

In addition, Code F oversees the performance of the human resources and education functions across all the Centers, represents NASA's interests in both formal and informal interagency working groups, and provides liaison to external organizations and stakeholders in the human resources and education communities.

Code F's specific responsibilities include:

- Development and coordination of Agencywide policies (guidance and activities) directed toward acquiring and retaining a high quality civil service workforce.
- Development and coordination of Agencywide policies (guidance and activities) directed toward developing NASA's civil service workforce skills and competencies.
- Establishment of Agencywide policies, goals, and objectives for NASA's Education Program and the evaluation of such.
- Management of the Research and Program Management budget process under the guidance of the Office of the Chief Financial Officer. This process includes the formulation and execution of congressionally appropriated resource funding for all NASA civil service work years, associated salaries, benefits, official travel, and allocation of civil service work years.
- Representation of NASA human resources and education program policies, programs, and activities to stakeholder and customer communities.

PART I

GOAL 1: RECOGNIZE EMPLOYEES AS OUR MOST IMPORTANT RESOURCE

Focus HR practices, products, and services on creating a safe, challenging, and satisfying work environment for the NASA Team.

Objective: Communicate the Agency's Values and Ensure Human Resource Programs Align With These Values

Develop HR strategies to:

- Communicate a clear vision and direction for the Agency
- Provide a clear understanding of organization and individual roles and responsibilities
- Provide avenues for upward communications
- Encourage and recognize high priorities such as safety, people, excellence, and integrity

Activities/Initiatives:

- Explore approaches to make the employee performance communication system more effective
- Enhance linkages in the employee performance communication system between Agency goals/plans and individual performance plans
- Realign recognition and rewards with Agency priorities
- Develop streamlined Agencywide approach that provides timely, accurate, and consistent responses to personnel matters affecting each employee

GOAL 2: ATTRACT AND RETAIN A WORLD-CLASS WORKFORCE

Foster HR policies and practices that attract, retain, and compensate a world-class, high tech and diverse workforce with skills and competencies aligned with NASA mission objectives through a combination of traditional hiring, more flexible employment arrangements, and nontraditional partnerships and collaborations.

Objective: Determine What Kind of Workforce We Need Now and in the Future

Conduct workforce analyses across NASA to align human capital requirements with the Agency's strategic goals.

Activities/Initiatives:

- Prepare and distribute workforce indicators to the Program and Functional Offices
- Develop strategy and methodology for conducting workforce reviews throughout the Agency
- Develop a structure for defining and recording workforce competencies
- Develop a capability to analyze data for workforce planning

Objective: Attract the Talent We Need to Ensure Mission Success

Develop external education, recruitment, compensation, and benefit strategies to ensure current and future access to a diverse pool of human capital to meet NASA's mission needs.

Activities/Initiatives:

- Restructure workforce to include an appropriate share of nonpermanent employees and to directly engage leading edge skills in specific emerging fields
- Utilize learning and educational opportunities as recruitment strategies
- Maximize use of existing personnel flexibilities and pursue additional personnel flexibilities, as needed
- Utilize/enhance/market internet and other tools to engage the diverse pool of talent
- Place emphasis on hiring diverse freshouts (including Presidential Management Interns), scientists and engineers
- Research, design, and implement an Agencywide undergraduate internship program

<p>GOAL 3: FOSTER AN ORGANIZATION WHICH ENCOURAGES CONTINUAL LEARNING</p>

Foster a continual learning environment that develops employees so that they possess leading edge skills and competencies required to fulfill NASA missions. An emphasis will be on:

- High quality technical training
- Change management support
- Leadership development
- Career management

Objective: Demonstrate Learning as a NASA Value In Support of Agency Programs

Develop learning and development strategies and programs that prepare people for the work of today and tomorrow.

Activities/Initiatives:

- Develop and conduct advanced education and learning opportunities in program and project leadership as part of the NASA Academy of Program/Project Leadership
- Promote expanded IT capabilities to support learning
- Develop and support programs which provide career broadening rotational assignments
- Develop and foster career development frameworks and roadmaps which enhance competency development and succession planning
- Develop education and training programs to enable Engineering Excellence Initiatives

Objective: Develop the Leadership Potential of Our People

Create learning strategies to ensure that NASA has effective leadership and management skills.

Activities/Initiatives:

- Identify competencies and provide learning opportunities within NASA in leadership development
- Design, develop, conduct, and evaluate state-of-the-art leadership training programs for employees
- Develop technology-based internal NASA training tools and assessment instruments in Leadership and Management Development

- Develop coaching and developmental feedback tools
- Foster participation in Agency fellowship development programs
- Partner with other government agencies, academia, and industry to address leadership and management development issues

**GOAL 4: ENSURE A STRONG, SKILLED, CREATIVE, AND EFFECTIVE
HUMAN RESOURCES COMMUNITY**

Ensure that the Human Resources workforce has the requisite knowledge, skills, abilities, and tools to carry out its responsibilities in support of Agency and Enterprise goals and objectives.

Objective: Develop Human Resources Teams and Human Resources Professionals Who are Multi-skilled and Equipped to Support Agency Goals

The new business landscape for the 21st Century in NASA will require Human Resources professionals to take on multi-roles: business partner, change agent, technical human resources expert, employee champion, and leader.

Activities/Initiatives:

- Develop Agency competency framework for human resources professionals through continual core capability assessment
- Design/modify technical and other courses to enhance human resources competencies
- Explore ways of refreshing the human resources workforce

Objective: Ensure that the Human Resources Community Acquires and Utilizes State-of-the-Art Human Resources Techniques and Methods

Continually improve the Human Resources function--including through the use of automation--to ensure efficient, cost-effective programs and operations.

Activities/Initiatives:

- Pursue automation to improve efficiencies in personnel operations
- Establish mechanism for sharing personnel best practices
- Develop Agencywide guides in various personnel areas to assist personnel staffs
- Develop framework for human capital self-assessment and re-institute Agencywide self-assessment program (including measures for performance)
- Explore alternative solutions for carrying out personnel day-to-day operations (e.g., lead centers, shared services)
- Pursue flexibilities from Office of Personnel Management and streamlining in the SES program

INDICATORS OF SUCCESS:

There is a significant amount of management feedback data that the human resources' offices maintain/provide; however, they tend to measure output rather than outcome-oriented activities and are not effective indicators of success. Therefore, we plan to develop customer/employee surveys to measure Agency success in achieving the following four goals:

1. Recognize employees as our most important resource,
2. Attract and retain a world-class workforce,
3. Foster an organization which encourages continual learning, and
4. Ensure a strong, skilled, creative, and effective human resources community.

Additionally, as we complete certain "activities/initiatives" contained in the Functional Leadership Plan we will articulate additional "indicators of success" related to the following areas and/or others, as appropriate:

- balance of permanent-to-nonpermanent employees
- percentage of freshouts to total annual hires
- number of technology- based training opportunities

- employee satisfaction
- results of external human resource reviews
- assessment of training costs/investment

PART II

(See Background Tab; document already published)